



**16th Congress of the
European Association of Work and Organizational Psychology**
May 22nd-25th in Münster, Germany

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Contribution Details

Conference Track / Main Topic: **16. Teams and workgroups**

Antecedents of work-team satisfaction: A fresh look on an old route.

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Topics: 16.1. Group and team processes

Keywords: Team satisfaction, charismatic leadership, team climate, climate strength

Submission Type: **Single Paper**

Submission Subtype: Scientific contribution

Abstract

Purpose

The relevance of studying unit-level job satisfaction has been highlighted in a recent meta-analytic study (Whitman, Van Rooy, & Viswesvaran, 2010). However, there is a lack of research examining the antecedents of team-satisfaction. A promising area of research is the study of charismatic leadership as antecedent (Whitman et al., 2010). The study of team climate as mediator of that relationship is also suggested by theoretical models considering climate to mediate the relationship between leadership and outcomes. Additionally, longitudinal research on the moderator role of climate strength is needed.

In this study, we examine (1) the role of charismatic leadership promoting team satisfaction; (2) the mediational role of team climate; and (3) the moderator role of climate strength in the relationship between team climate and team satisfaction.

Design/Methodology

A two-wave panel design was implemented with a sample composed of 155 bank branches.

Results

The results of the multiple regression analysis show that (1) leadership predicts team satisfaction; (2) team climate partially mediates this relationship; and (3) climate strength plays a moderator role.

Limitations

Other significant potential antecedents were not considered in this study.

Research/Practical Implications

This study advances the knowledge about antecedents of team satisfaction and the mechanisms linking leadership and team satisfaction. It also discusses practical implications of these results to design intervention strategies.

Originality/Value

Several aspects contribute to the value of this study: The examination of charismatic leadership as antecedent, the consideration of mediating and moderating mechanisms and testing the model in a significant sample of teams in a longitudinal design.

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